



Joint Basing Newsletter | Fall 2014

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From the OSD Basing Office

Greetings...and Happy New Fiscal Year! Now that FY14 is behind us, I bet we’ll all agree that it was a better year than FY13 and its turmoil of civilian furloughs and spending cuts. In fact, the initial FY14 cost reports in CPVF show that many Joint Basing functions were resourced better than in FY13. This is good news as these additional resources should increase COLS performance, and we are looking forward to analyzing the 4th Quarter CPVF data.

But does this mean the Joint Bases are operating effectively and efficiently? I recommend you read two recently published documents to help frame your opinion. The first is DOD’s Report to Congress on the Joint Basing Initiative, in which you’ll find explanations on how the joint bases cost \$255M less to operate in FY12, and \$830M less in FY13 – figures that show the DOD has successfully recouped this BRAC initiative’s \$115M one-time implementation cost. In a similar effort, the GAO published a report, Joint Basing Implementation Challenges (GAO 14-577). The report detailed where installation support functions have been consolidated and the factors that inhibit the pursuit of additional savings.

Are there opportunities to consolidate even more functions at the Joint Bases? In the Report to Congress and in its response to the GAO’s recommendations, the DOD answered “yes, there are”. But the DOD answer also said that the Services should “exercise their existing authorities to find the proper balance of savings and mission support, just as with every other base”. Supporting the mission, after all, is paramount. I think you’ll see this concept of “balance” reinforced throughout this newsletter in the many best practices and media articles we’ve gathered from our community.

– Eric Turner, Col, USAF
Chair, Joint Base Working Group

Above: Joint Base Charleston birthday cake Oct. 4, 2014, at Locklear Park, on Joint Base Charleston, S.C. The Joint Base birthday bash was open to all members of JB Charleston and hosted a variety of activities including jump castles, face painting and a live band. (U.S. Air Force photo/Staff Sgt. Renae Pittman)



Updates from the Basing Directorate

OSD Joint Base Orientation Courses

OSD held a Joint Basing Headquarters Staff Orientation course on 18 Sep 2014. This half day conference was hosted on Defense Connect Online (DCO) to provide OSD Functional Leads, and staff members assigned to a Service HQs or Intermediate Command Summit HQs with an introduction into policies, procedures, and common challenges involved in managing the DOD's twelve Joint Bases. More than 30 participants from all Services joined in on the DCO.

The Briefs from the 18 Sep 2014 Orientation course can be downloaded from OSD MilSuites website links below:

[01 Orientation Introduction](#)

[02 Joint Basing Overview](#)

[03 HQ CPVF Training](#)

[04 JMOS Training](#)

Due to the positive feedback from participants at the 18 Sep course, OSD is planning to offer the Headquarters Staff Orientation course twice in 2015.

The graphic below shows the tentative schedule for the next Joint Base Commander's Orientation Course, HQ Staff Orientation and Joint Base Commander's Day.

	Nov	Dec 2014	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
JB Commanders' Day					◆							
JBC Orientation					◆				◆			
HQ Orientation					◆					◆		

MOA Change Status

Triennial MOA reviews for the following bases were recently signed:

- Joint Base Andrews - NAF Washington,
- Joint Base Myer - Henderson Hall,
- Joint Base McGuire - Dix - Lakehurst,
- Joint Expeditionary Base Little Creek - Ft Story

Other MOA changes that were signed:

- Joint Base San Antonio (change 3),
- Joint Base Lewis - McChord (change 4),
- Joint Region Marianas (change 3)

Proposed Joint Base Common Output Level Standards (JB-COLS) Changes

We completed the Functional, Service HQ and JBWG reviews of proposed changes to Military and Family Support Services, Command Management, Emergency Management, Housing, and Unaccompanied Housing JB-COLS. On 13 November the Senior Joint Base Working Group approved 17 substantive changes.

The table below shows the number and types of changes approved for the 5 Functional areas:

Function	# COLS in 2014 Handbook	# Admin Changes	# Substantive Changes	# Delete
Command Management	10	2	1	7
Family Housing	2			1
Unaccompanied Housing	6	5	1	
Military & Family Support	8	14 *	1 *	1
Emergency Management	9	4	4	1
Total	35	25	7	10

* Total # of COLS increased b/c the 8 previous COLS defined a total of 16 activities, now 15 COLS each define 1 activity.

We will post a detailed list of JB-COLS changes approved by the SJBWG on the OSD Joint Basing website and will update the CPVF Handbook prior to the 2nd quarter FY15 CPVF reporting window.

CPVF Login Requirement Reminder

We are reminding all CPVF users they need to log on to CPVF at <https://ebiz.acq.osd.mil/CPVF> every 30 days to maintain access to the tool. To reactivate disabled accounts, Joint Base CPVF Administrators and Service Joint Base Working Group leads will need to validate that respective installation and (ICS and HQ) CPVF accounts are still required. We thank all of you for your assistance meeting the CPVF 30 day log on requirement. Feel free to contact the basing office if you have any questions.

Updates from the Basing Directorate, Continued

Congressional Interest in Joint Basing

Congress continues to have an interest in how Joint Basing is working. Last year Congress asked the GAO to study how much the Joint Bases had consolidated and embraced jointness. Many of you were involved in their data collection efforts throughout 2014. The GAO analysts were impressed by your support because they got a 100% response rate on their surveys, which they said almost never occurs. Using this comprehensive data, the GAO published their report “Joint Basing Implementation Challenges” on 19 Sep 14. The report said 80% of all installation support functions had been consolidated to some degree, and that DOD’s ability to consolidate the remaining 20% is limited by geography, work-force differences, and functions that were unique to a single Service. The GAO also recommended that Congress direct the DOD to:

1. Determine whether the current goals, as stated in the 2005 BRAC Commission recommendation, are still appropriate, or should be revised
2. Communicate these goals to the military services and joint bases
3. Provide direction to the joint bases on requirements for meeting program goals, including determining reporting requirements and milestones
4. Determine next steps, including whether to expand Joint Basing to other installations

The DOD non-concurred with two of the four recommendations, arguing “We do not believe it is appropriate or productive to set savings targets or manufacture a new set of goals exclusive to Joint Basing. These bases are demonstrating improved performance while achieving significant savings and we plan to stay the course.” You can access the full report and the DOD response on the GAO’s website.

Congress also mandated in the 2014 NDAA that the DOD compile a Congressional Report on the Joint Basing Initiative. The report was released on 6 Nov 2014 and it is available on the Joint Basing MilSuite page. Reading through it, you’ll see the following key points:

- Joint Basing involved \$115M in one-time costs
- The bases cost \$255M less to operate in FY12, \$830M less in FY13
 - Exceeds BRAC 05 estimate of \$183M in annual recurring savings
 - Resulted from the bases’ streamlined operations, reinforced by various Service-wide cost-control measures implemented by the Army, Navy, and Air Force
- Joint Bases, by virtue of their consolidated and efficient operations, will continue to accrue savings in future years
- Each base’s lead Service, with its existing authorities and budgetary incentives, is well-placed to balance the pursuit of additional efficiencies with the risk such actions may pose to mission readiness.
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Savings Generated by the 12 Joint Bases						
Services’ FY 2008 Performance Standards Used to Build Baseline Cost/Manpower						
	Fiscal Obligations			Manpower		
	Baseline	Actual	Reduction	Baseline	Actual	Reduction
FY 2012	\$4,275M	\$4,020M	\$255M (6.0%)	24,201	22,533	1,668 (6.9%)
FY 2013	\$4,402M	\$3,572M	\$830M (18.9%)	24,589	21,666	2,923 (11.9%)

Table 1 from the 2014 Report to Congress on the Joint Basing Initiative

Missing Something?

If you are working through an issue that requires resolution from the JBO and it is not addressed in this newsletter, please bring it to our attention.

• **OSD:** osd.pentagon.ousd-atl.mbx.joint-basing-odusd-i-e@mail.mil



Spotlight: Your Joint Base “Best Practice” Ideas

In the Summer 2014 newsletter we asked the joint base community to share “Best Practice” ideas that used innovative solutions to improve their ability to deliver installation support to mission partners. We received several submissions and wanted to highlight a few of the more innovative ideas:

Joint Base Charleston:

- 4 Air Force owned Harbor Security Boats (HSBs) were near the end of their service life and in need of replacement at a cost of \$3.5M to procure 4 new HSBs and add required force protection, communication and other special features. The Air Force worked with the Navy to participate in the Navy Boat overhaul program that will provide 4 HSBs with 12 year service life for \$560K.

Joint Expeditionary Base Little Creek - Fort Story:

- JEBLCFS adopted the Army developed Range Facility Management Support System (RFMSS) to schedule, de-conflict, and capture training requirements for all Tenant commands utilizing Installation range facilities and training areas. The Navy has used the RFMSS to make usage based resource decisions across the Navy training enterprise since 2010.

Joint Base Lewis - McChord:

- Transition Services/VOW Act Implementation programs: the JBLM Armed Forces Career & Alumni Program (ACAP) and Community Partnerships providing pre-separation apprenticeship training and certification support all Service members.

Joint Base Charleston:

- The Air Force was required to track and record clinical counseling access to Navy personnel outside of their official medical records at JBCHS. The Air Force developed a MOA with the Navy allowing AF Clinical Counselors to be trained and access the Navy FFSMIS resulting in better counseling services and records continuity for Navy sailors.

Joint Bases Langley-Eustis, San Antonio, and Andrews:

- Fielded a smart phone app that allows the Joint Base leadership to communicate a wide range of safety, security and community information to their diverse populations. Some apps also link to the base's sexual assault and suicide hotlines. Users can download the app for free from the Android and Apple app stores.

If you missed this last call for input you can still send your Best Practice ideas to our org box at osd.pentagon.osd-atl.mbx.joint-basing-odusd-i-e@mail.mil.



Col. James C. Hodges, 87th Air Base Wing commander and Installation Commander, Joint Base McGuire-Dix-Lakehurst, N.J., speaks with ESPN broadcasters (left to right) Stephen A. Smith, Cari Champion and Skip Bayless, Nov. 10, 2014, at the VR- 64 hanger on JB MDL. Hodges spoke on JB MDL's mission, facts about the base, and sports. ESPN performed a live broadcast of "First Take - ESPN Salute's America's Heroes" and gave the military audience the opportunity to ask sports related questions to the panel. (U.S. Air Force photo by Russ Meseroll/Released)

Talking Points:

DOD says it's saving hundreds of millions of dollars because of joint basing; GAO remains unconvinced

By Adam Ashton, The News Tribune

Four years in, the Defense Department is struggling to persuade government auditors that it's saving money from the round of military installation mergers that created Joint Base Lewis-McChord. The Pentagon claims streamlined operations at the nation's 12 joint bases save \$255 million a year in reduced expenses — tens of millions of dollars more than the Defense Department initially projected when Congress bought into the plan.

But the Government Accountability Office isn't ready to take the Pentagon at its word. A GAO analysis released this month concludes those reduced expenses might not be attributable to the merged operations. Instead, the lowered operating costs might reflect military belt-tightening as the wars in Iraq and Afghanistan come to an end. The report also urges the Pentagon to re-evaluate what it hopes to accomplish through joint bases because commanders at the different locations are uncertain how to move forward.

"We believe that the continued confusion at the joint bases over the goals of the program, as well as cost-savings estimates ... indicate a continuing need to review the goals of the program and communicate them to the military services," the GAO wrote. The GAO report follows another study in 2012 that concluded significant cost overruns ate into the savings the Defense Department projected from what was billed as the "transformational" 2005 Base Closure and Realignment Commission. That commission created joint bases by taking separate installations from different service branches and putting them under one command. In South Sound, the Defense Department linked

the Army's Fort Lewis and the Air Force's McChord Air Force Base while putting the Army in the lead role at the joint base in 2010.

The commission also modernized a number of expensive military facilities, such as Walter Reed National Military Medical Center. Up-front construction costs reduced the BRAC's total probable savings to the government from the advertised \$36 billion to \$10 billion, according to the GAO. This time, the GAO focused on how well the service branches are uniting their operations at joint bases. On average, they have consolidated 80 percent of the services they were supposed to merge, such as fire departments, airfield management and housing. JBLM is a little above average. It reported having merged 84 percent of services.

Some bases have successes in joining that they attribute to their being compelled to work closely with military service members from a different branch. For instance, airmen at JBLM reported saving \$280,000 a month in training fees by moving a regular airdrop exercise from an Air Force site in Arizona to the Army's Yakima Training Center in central Washington. "The joint bases have been fully operational since October 2010 and have since proven they can deliver measurable and tangible savings across the installation support portfolio," wrote Deputy Under Secretary of Defense John Conger in a response to the GAO findings.

But the GAO noted several barriers that its auditors said could delay joint bases in completing their charge, such as:

- **Geography.** In Virginia, Joint Base Langley-Eustis merged two military installations that are 18 miles apart. That base reported having merged the smallest share of operations, with 52 percent of its services considered partially consolidated.

Talking Points, Continued

- At JBLM, Interstate 5 remains an obstacle because the base does not have a road linking what used to be Fort Lewis to McChord Air Field. As a result, troops have to drive on the highway and go through a security gate to get from the traditional Army side of the base to McChord.
- Functions that are distinctive to each service branch — for example, legal systems. Information technology systems also tend to be distinct among the branches of the armed forces. Airfield operations have been difficult to merge.
- Different approaches to privatization. The Army has privatized some installation support services that the Air Force tends to perform with airmen. That dynamic has led to difficulties in merging public and private operations. Some airmen have had trouble getting career training that would help them if they're assigned to a new base because the missions they would carry out at an Air Force facility are done by civilians at Army and Navy installations.

The GAO also identified some inefficiencies that it traced to the creation of joint bases, such as the Army and Air Force insisting on separately inspecting the same child care facilities at JBLM. Staffers at JBLM also reported frustration with the duplication of certain personnel files because of differences in Army and Air Force record-keeping systems. The GAO in its report urges Congress to direct the Defense Department to reconsider its long-term goals for its joint bases and to provide more direction about how to better manage the facilities.

But the Pentagon in a written response rejected the GAO's call for more oversight. Conger wrote that the joint bases are exceeding the Pentagon's initial goals for budget savings and have the authority they need to complete their consolidation. He pointed to \$255 million in annual administrative savings, noting that the Defense Department would have 1,600 more employees on its payroll if it had not merged operations at the joint bases.

"These installations have already saved more than projected by the BRAC 2005 commission by consolidating 80 percent of their installation support functions in the first four years of operations — in spite of the complexity and cultural differences involved," he wrote, asking the GAO to shift its focus from tallying up the costs of the last commission to "performance oversight, reinforcing good practices and arbitrating the occasional inter-service dispute."



Navy and Air Force Honor Guard members of Joint Base Anacostia-Bolling helped support the Joint Service Honor Guard during this year's 69th Anniversary of V-J Day at the World War II Memorial, Sept. 2. (photo by Eric Ritter)

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Talking Points, *Continued*

JBSA Charter leveraging resources, facilities strengthens partnerships between military, civilian communities

By L.A. Shively, JBSA-Fort Sam Houston Public Affairs

Leadership from across San Antonio and surrounding areas joined Brig. Gen. Bob LaBrutta, commander, 502nd Air Base Wing and Joint Base San Antonio, to sign a charter launching the JBSA Public-Public/Public-Private, or P4 Community Partnership Initiative, Aug. 5 at the Alamo University Center in Live Oak.

The P4 initiative was organized in direct response to fiscal constraints the 502nd Air Base Wing and JBSA face over the next five to ten years. Last year's defense authorization bill allowed installations to enter into intergovernmental support agreements with local governments. As a result, strategizing and reaching out to the city began early this year to explore routes toward sustaining and preserving JBSA mission sets, while leveraging resources and reducing operating and service costs in collaboration with the San Antonio community.

"We've always had a great relationship and a wonderful partnership between the military and the San Antonio community, but this initiative puts action into the words, "Military City USA." In fact, I see it as a new beginning in our relationship because we'll be sharing and optimizing our capabilities not only for today but for the future," LaBrutta said just before signing the charter. "It's exciting for me and I hope it is for everybody that will be signing on the dotted line today," the general added.

After the signing ceremony, updates were presented from various agencies involved in the processes of creating alliances with JBSA. A new Texas Transition Information Program providing separating servicemembers and their families information on locally-based employment, housing, educational opportunities and healthcare launches Aug. 20 during JBSA-Lackland's Transition Assistance Program.

"It's helping veterans get in touch with the community," explained Steven Johns, secretary, San Antonio Coalition for Veterans and Families.

"Veterans retiring or getting out in the San Antonio area are connected with information they need to have in this area," Johns continued, adding that the military program separating servicemembers attend is nationally based, whereas this new program will focus locally. Lt. Col. Scott Foley, commander, Security Forces Squadron, said that he and his group are looking at finding methods to share resources across the entire JBSA installation and surrounding areas. Although both security forces and the fire departments already share facilities, training and emergency response districts, they are working at enlarging areas of operations.



Runners leave the starting line of the JBLM Turkey Trot 5k/10k Run Nov. 22, 2014. More than 600 runners participated in the event, each with the opportunity to walk away with one of 20 free turkeys or two \$300 gift cards. (U.S. Army photo by Staff Sgt. Jennifer Spradlin, 19th Public Affairs Detachment)

"It's an expansion of the mutual aid agreements we've been doing for a long time," explained JBSA Fire Chief Mark Ledford. "There are a lot of smart people doing smart things together." "I think about Oklahoma City and I think about 9/11 every day. The training that we are doing across the front on the emergency side of the house is critically important for us and also for San Antonio at large.

"Ten days into my command we had an active shooter on JBSA-Fort Sam Houston. The San Antonio police department was right there with us," LaBrutta said illustrating the collaboration between the military and civilian emergency response teams already in place. Other partnership ideas include reestablishing bus routes within JBSA-Fort Sam Houston, using renewable energy sources and storm water reuse among other projects.

"We're looking to leverage the capabilities within Joint Base San Antonio, the city and communities of San Antonio in formulating economies of scale and streamlining processes, so that the military mission can be sustained and make it more vital to our nation," LaBrutta said. "By the same token, we want to continue to support the economic vitality of the San Antonio region as well."



Rear Adm. Bette Bolivar, left, Vice Adm. William French, Commander of Navy Installations Command, and Rear Adm. Tilghman Payne stand at attention during the Joint Region Marianas change of command ceremony at Guam High School at U.S. Naval Hospital Guam. Bolivar relieved Payne as Commander, Joint Region Marianas. (U.S. Navy photo by JoAnna Delfin/Released)

From the Basing Directorate

Call for Articles and Newsletter Topics for Lessons Learned Spotlight

If you would like to prepare an article for the Joint Basing Newsletter or have any suggestions or comments, please contact us at osd.pentagon.ousd-atl.mbx.joint-basing-odusd-i-e@mail.mil. Some suggestions for articles include reporting a success story at your joint base, detailing a functional issue or concern and how your joint base overcame it, or discussing the impact of Joint Basing on your military community. Articles should be no longer than 600 words.

Joint Basing in the News

- ▶ [New JBBER barracks a step up from old facilities, Sep 6, 2014](#)
- ▶ [GAO finds challenges hinder success of joint basing implementation, Sep 22, 2014](#)
- ▶ [Applied Research Laboratory to study electrical grids at JBPHH, Sep 12, 2014](#)
- ▶ [Under Secretary of Defense Visits JBCHS, Aug 26, 2014](#)
- ▶ [NAVFAC Southeast Awards \\$110M for Nuclear Power Training Facilities at JBCHS, Aug 31, 2014](#)
- ▶ [Network upgrade coming for JBLM, Sep 3, 2014](#)
- ▶ [Bolivar assumes command of JRM, Aug 15, 2014](#)
- ▶ [JBCHS celebrates 4th birthday, Oct 6, 2014](#)
- ▶ [633rd ABW leaders host town hall meeting regarding organizational changes at JBLE, Sep 24, 2014](#)
- ▶ [JBMDL FAP works to Eliminate the violence, Oct 16, 2016](#)
- ▶ [JBSA 502nd LRS supports fight against Ebola outbreak, Oct 9, 2014](#)

Joint Basing Website

We update the Joint Basing MilSuites website on a regular basis, and notifications are emailed to all members of the Joint Basing MilWiki group. We made the following updates since the last newsletter:

- ▶ 2014 Report to Congress (Sec 1197) on Joint Basing
- ▶ Joint Basing - USD AT&L Memo, 2 Dec 14
- ▶ 2014 JB Commanders' Orientation Course Briefs
- ▶ 2014 HQ Staff Orientation Course Briefs



Christina Pires, a domestic abuse victim advocate with the Family Advocacy Program, works to support victims of domestic abuse in all services on the base and to inform all service members, security forces and legal services on how to combat domestic violence, Oct. 7, 2014, at Joint Base McGuire-Dix-Lakehurst, N.J. (U.S. Army photo by Sgt. Adrian Borunda/Released)

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